

19TH ANNUAL EXECUTIVE FIRE OFFICER PROGRAM Graduate Symposium Agenda

APRIL 13-15, 2007

Tentative Agenda and Presenters

(The following presentations and programs are subject to final procurement actions.)

SYMPOSIUM THEME: “EVERYONE GOES HOME”

“Everyone Goes Home” has become a goal for not only the U.S. Fire Administration and National Fallen Firefighters Foundation, but many other fire service organizations. Within the process of attaining this desired achievement, sixteen health and safety initiatives have been identified.

Some progress has been attained, but significant work remains. Commencing with the keynote presentation, the 19th Annual EFOP Graduate Symposium will offer programs and presentations that will support and/or examine activities and theory which directly relate to many of the sixteen initiatives. As EFOP Alums, please consider returning to Emmitsburg where you will receive both technical and emotional energy to ensure that your organization is fully supporting “Everyone Goes Home”.

KEYNOTE PRESENTATION: “Managing Your Energy is the Most Important Factor in Mission Success”.

Presenter, Fred Harburg,
The Human Performance Institute



According to 42 independent Gallup studies, less than 25% of all employees are fully engaged in using their energy to advance the success of the organizations to which they belong. Estimates of lost productivity due to disengagement exceed \$250 billion a year. Even more astonishing, the studies show that the ratio of engaged to disengaged employees directly drives company profitability and organizational effectiveness. Yet the trends are negative.

Drawing on over 30 years of work with the world’s most elite athletes, surgical team, and crisis action response teams, the Human Performance Institute has utilized a science-based approach to help individuals and organizations more fully engage human talent and skill. By the conclusion of the session participants will have a solid understanding of the relevant research from performance psychology, the cognitive sciences, exercise physiology, and nutrition that impinge upon performance in high stress environments that demand extraordinary rigor and excellence. The Institute’s Energy for Performance™ training solution is based on the assertion that managing energy, not time, is the key to sustained high performance, increased employee energy output, engagement, and overall productivity. Through Fred’s presentation, Symposium participants will apply energy management concepts to the world’s most demanding work, face the truth about their current levels of engagement, clarify the power of purpose for themselves and those they lead, and harness the power of a new story.

During more than two decades in the private sector Fred Harburg has received recognition for his significant contributions as an organizational architect for Fortune 100 companies including IBM, General Motors, Disney, and AT&T. Among his achievements, Fred helped to create the Saturn Corporation and led Motorola University as the Chief Learning Officer and President, which at its zenith had over 1000 faculty and staff and operated from

continued on next page

20 campuses around the globe. Fred's successful performance at Motorola was profiled in the November 2002 issue of "Chief Learning Officer Magazine". In 2003 he became Senior Vice President of Leadership and Learning at Fidelity Investments. Through these and other demanding leadership roles, Fred and his teams drove critical business strategies and developed key talent to win in fiercely competitive arenas.

Fred received an MBA from UCLA and a Bachelor of Science from the U.S. Air Force Academy. He served as a member of the Advisory Board for the Center for Effective Organizations at the Marshall School of Business, University of Southern California; is a member of the "Chief Learning Officer Magazine" Editorial Advisory Board, a publication for which he writes a bimonthly column on strategy; is a Senior Fellow for The Trinity Forum; is a member of the Education Advisory Board for Kellogg Graduate School of Management, Northwestern University, and is on the board of the Institute for Global Leadership at Tufts University.

As a US Air Force Officer, pilot, and Air Force Academy graduate Fred Harburg flew a variety of jet aircraft in both domestic and international missions some of which were in direct support of the White House. Though he is an excellent pilot, his wife and children will attest to the fact that he cannot navigate his way out of a paper bag. USFA will send him clear directions on how to get to Emmitsburg.

PRESENTATION:

"How the USG Corporation Approaches an Award Winning Employee Health & Safety Corporate Culture"

Don Schaefer, Director of Safety and Fleet Operations
USG Corporation



USG is a \$4.5 billion organization headquartered in Chicago Illinois with production and operations in the United States, Canada, Mexico, and the United Kingdom. Its products are largely centered on the building and construction industries.

Since its founding in 1902, USG has made employee safety a core value by developing and adhering to safety guidelines that exceed industry standards and regulations. In recent surveys of their plants, employees consistently list safety as one of the top reasons they liked working at USG. Even in a company with 13,000 employees, their safety record is nine times better than the average for all U.S. durable goods manufacturing. In 1999, a record 25 USG plants exceeded 1,000,000 safe hours, and 39 plants worked 1,000 days without a lost workday. In the 75-year history of the safety sentinel program, USG has been awarded the MSHA's "Sentinels of Safety" award 15 times-more than any other company. This "safety first" culture is what keeps their plants more productive-and it's why their employees go home after every shift to see their families (Interestingly, this theme matches the fire services' "everyone goes home" mantra). In 2006 USG was presented by the Home Safety Council the "Salute to Home Safety Excellence Award" based on their Family and Home Safety Program. USFA has asked USG to discuss their safety approaches and culture in an effort to determine if there is any potential transferability of best practices to fire and emergency services.

Mr. Don Schaefer has responsibility for safety, including regulatory compliance at all USG operations worldwide along with all passenger vehicles and light duty trucks. Schaefer graduated from Loyola College, Baltimore, with a Bachelor of Science degree in business management in 1974. His previous assignments at USG include human resources supervisor, Baltimore, U. S. Gypsum Co.; human resources manager, Boston, U.S. Gypsum Co.; human resources manager, Clark, NJ, U.S. Gypsum Co.; human resources manager, Baltimore, U.S. Gypsum Co.; manager, occupational safety, DAP, Inc.; manager, occupational safety, USG Corporation; and director, occupational safety, USG Corporation. Schaefer is a member of the National Safety Council, American Society of Safety Engineers, American Industrial Hygiene Association and ASTM.

PRESENTATION:***“New Madrid Fault: Earthquake Potential – Impact and Response”*****Presenter, Michael Pawloski***Department of Homeland Security/**Federal Emergency Management Agency/Response Division*

The New Madrid Fault is the most seismically active region in the United States east of the Rockies. Over a three-month period during the winter of 1811-1812, the New Madrid Fault caused some of the strongest earthquakes ever recorded on the North American continent. The quaking continued over 18 months. The shocks rang church bells in Boston. Large areas sank into the earth, new lakes were formed, and the Mississippi River changed its course. The most powerful shock was estimated to be greater than magnitude 8.0 and occurred on February 7, 1812. When the 1811-1812 earthquake hit, the region was still a frontier and sparsely populated. Such an event today would cause the potential loss of thousands of lives as well as untold devastation. There could be billions of dollars in damages to cities, bridges, roads, dams and other infrastructure. Since 1974, seismic detection instruments in the New Madrid Seismic Zone have recorded over 4000 minor earthquake tremors. Establishing the probability for an earthquake of a given magnitude is an inexact science. However, with seismically active areas like the New Madrid Seismic Zone, it is not a matter of if, but of when. The general unpredictability of earthquakes emphasizes the importance of planning ahead to reduce the dangers of serious injury or loss of life from an earthquake.

PRESENTATION:***“An Overview and Live Demonstration of the Homeland Security Information Network (HSIN)”*****Presenter, Dr. Richard Jacques***Department of Homeland Security*

This presentation will demonstrate the capabilities and functionality of the Homeland Security Information Network (HSIN) from the perspectives of a first responder and an emergency management agency during preparedness and disaster response operations.

Dr. Richard Jacques, Ph.D. is with the Operations Directorate, National Operations Center (NOC) of DHS in Washington, DC. His current position is Program Manager for the Homeland Security Information Network (HSIN) Emergency Management (EM) and Federal Operations Portals. He is responsible for the development and deployment of these two portals to all DHS components and federal departments & agencies since 2004.

Dr. Jacques has received a B.A. in Political Science and Business Administration from Lynchburg University, a MSA in Business and Public Administration from George Washington, and a Ph.D. from Virginia Commonwealth University. He has 25 year career in local government serving in several positions including Deputy City Manager, Director of Community Planning & Development, and Emergency Services Coordinator. He also served as the Director of Aviation of the Central Virginia Regional Airport which included the design, coordination, implementation, and evaluation of mass casualty exercises involving multiple public safety agencies from six jurisdictions. He continues to serve (non-paid) as a Staff Command Officer for the Bedford County, Virginia Sheriffs Office. Dr. Jacques served for 14 years in the US Navy and is a veteran of Desert Shield and Desert Storm.

FRIDAY EVENING PRESENTATION: “Dr. Trance” (Mr. Brian Dean)

Over the years, Symposium attendees have anticipated and looked forward to this program component, the “Friday Evening Presentation”. Programs and presentations often feature both a humorous, discovery approach and learning experience. Last year, alums were visited by former Secretary of State and U.S. President James Madison (John Douglas Hall) who explained and justified how and why our Bill of Rights were developed and written.

This year we look forward to welcoming Mr. Brian Dean, also known to thousands as “Dr. Trance”. Brian is a Certified Advanced Clinical Hypnotist and is a member in good standing with the National Guild of Hypnotists, the American Board of Hypnotherapy and the International Medical & Dental Hypnotherapy Association.

You’ll enjoy Brian’s performance using members from the audience, but without embarrassing anyone! Brian’s shows are such that he doesn’t have to mortify anyone onstage for the audience to have fun. Brian has been performing professionally since 1974. You will love Brian’s blend of hypnosis, comedy and audience participation. He has traveled all over the world, performing his shows in such places as Japan, Okinawa, the Philippines, Guam, Kwajalein Is., Northern Europe, Great Britain, and the North Pole! Brian’s presentation will also explore the power and practice of hypnosis to confront such conditions and practices as weight loss, smoking cessation, stress management, and other issues.

VISITING AUTHOR PRESENTATION: “Leading At The Top: Requirements for Senior Executive Effectiveness”

Author and Presenter: Dr. John R. Hook



This presentation represents the Symposium’s “visiting author” selection which is an opportunity for attendees to read the work of the author in advance and then to experience first-hand more personal insights. Within his recently published book, Dr. John Hook writes that “it takes four things to effectively lead at the top: Certain professional characteristics and personal qualities, the ability to manage change, the ability to manage crises, and a willingness to accept risk”. These four areas become Hook’s structure for developing his book which is filled with key points, questions to the reader, application exercises, mini cases, and suggestions for teachers and trainers.

When examining the requisite for handling crises, Hook uses historical cases such as Johnson & Johnson Tylenol incident and the Cuban Missile Crisis along with more contemporary ones, including “Memogate: The Crisis at CBS” and the “Catholic Church Sexual Abuse Crisis”. His final chapter examines four senior executives who Hook asserts “possessed a willingness to take risks”: Katherine Graham (Watergate), Pope John XXIII, Dr. Martin Luther King, and John F. Kennedy.

The book is filled with succinct quotes, direct questions to the reader, and summary points.

Symposium attendees are strongly encouraged to purchase *Leading At The Top: Requirements for Senior Executive Effectiveness* and read in advance of the program. The book is available at both Barnes & Noble and Amazon.com.

The cost at either site is \$16.95.

EFOP alums will probably sense at least some similarities to their *Executive Development* and *Executive Leadership* course experiences. Dr. Hook was involved in the mid 1980’s as a consultant providing curriculum advice and development and regularly instructed in the EL course for many years.

Dr. Hook was a 29 year U.S. Army officer and among his many assignments and positions were that of Plans and Operations Officer for all U.S. Army Air Defense Forces in NATO; Executive Officer (Chief of Staff) of a 7,000 person separate infantry brigade in Vietnam; Professor at West Point; and Chair of the Command, Leadership and Management Department of the U.S. Army War College. Following his military service, he chaired and served within the Department of Business and Economics at Mt. St. Mary's University for 22 years. He has conducted hundreds of seminars and workshops for public, private, and non-profit organizations- most for senior level managers.

2006 OUTSTANDING APPLIED RESEARCH AWARD PRESENTATIONS

The four 2006 EFOP Outstanding Applied Research Award winners will be invited to present and defend their research. The Symposium is the certainly the highlight of the EFOP year and the individuals selected each year to present their research and receive recognition represent the "best of the best". The DHS/USFA/NFA Outstanding Applied Research Awards will be presented at the Symposium Banquet to be held on Saturday April 14. At this time the National Society of Executive Fire Officers (NSEFO) will also present the "A. Don Manno Outstanding Applied Research Award" to each of the four recipients.

2006 EXECUTIVE FIRE OFFICER PROGRAM GRADUATE RECOGNITION CEREMONY

Each year the U.S. Fire Administration's National Fire Academy has the opportunity to formally recognize those senior fire executives who distinguished themselves by completing the EFOP during the prior calendar year. During the Symposium banquet on the evening of Saturday April 14, these individuals will be recognized and congratulated by DHS/USFA/NFA officials and their peers.

SUPERINTENDENT'S PRESENTATION: "The Future of the Fire Service – Part II: The Environments" **Dr. Denis Onieal**

National Fire Academy Superintendent



The Superintendent of the National Fire Academy, Dr. Denis Onieal, will once again present to Symposium participants an engaging and informative program. At the 2006 Symposium Dr. Onieal provided a motivational and informative glimpse of the future, and shared how these perspectives will impact fire and emergency services. This year the Superintendent will continue this discussion but with new information, ideas, and importantly, how will this affect the alum and her/his organization, and community.

PRESENTATION: "Roles and Relationships With Elected and Careerist Officials" **Presented by Fire Chief Richard Marinucci,** **Farmington Hills Michigan**



This presentation will discuss and examine the roles and relationships that fire executives must cultivate and participate in with their elected and career officials so that their fire service organization is appropriately recognized and provided with the necessary resources to serve its jurisdiction.

Chief Richard Marinucci's career experiences enable him to offer a variety of perspectives in a very unique way.

continued on next page

Chief Marinucci is a past president of the International Association of Fire Chiefs and served as Acting Chief Operating Officer of the U.S. Fire Administration while serving as Senior Advisor to the Federal Emergency Management Agency Director. This appointment was a critical period of time for USFA and Chief Marinucci guided the organization through a period of transition during 1999. He provided testimony during this period to a number of legislative and congressional committees and supported the creation of the Blue Ribbon Panel, America Burning Recommissioned, and Action Plan processes.

He currently serves as Chief of Department in Farmington Hills (since 1984), a 125 member organization serving a population of 85,000.

Chief Marinucci served as Chairman of the first Commission of Professional Credentialing and was one of the first 15 Chief Fire Officers to be designated in 2000. For years he was a member of the Professional Development Committee and has earned Bachelor of Science degrees from Western Michigan University, Madonna University, and the University of Cincinnati.

DHS/USFA FACULTY PRESENTATIONS

Dr. Clark and Mr. Burkell will each provide a presentation as they have every year for the prior 18 symposia programs which began in 1989.

“The Art and Science of the Fire Service: Philosophical Foundations of the Discipline”

Presented by Dr. Burton Clark

Training Specialist for Management Science Programs, DHS/USFA

Dr. Clark will discuss how the use of art and science, when combined, can be utilized and applied as a tool to probe, discover, and surface delicate if sometimes unwieldy topics and conversations. One art form that will be specifically discussed is the use of cartoons. Joining Dr. Clark in his presentation will be Paul Combs, Editorial Cartoonist for Firehouse Magazine and Firehouse.com. Paul is also a nationally syndicated editorial and political cartoonist for Tribune Media Services in Chicago Illinois. Paul has been a member of the City of Bryan Ohio Fire Department and has a degree in Fine Art from Defiance College, Defiance Ohio. Paul has stated “I strive to bring an instructor mentality to my work. Not only do I want my cartoons to make an important point, I want them to help educate, change the way we think and make a difference - if only to point out the obvious in a humorous way.”



PAUL COMBS

“If Everyone Is to Go Home, Then Our Culture Must Change”

Mr. Chuck Burkell

Training Specialist for Executive Development Programs

Alumni know that a cornerstone of the EFOP experience is the inclusion of understanding how culture shapes nearly every facet of any organization. These shared belief systems also impact one's ability to exercise leadership; to either sustain or change these (often unstated) belief systems.

Beginning in 2007 USFA unveiled a new multi-rater Organizational Culture assessment instrument for EFOP participants. Mr. Burkell's presentation will present the framework of this cultural assessment tool; further explain and affirm the power of organizational culture; and apply this conversation to further reducing firefighter deaths while promoting health and safety.

“USFA Firefighter Safety and Health Initiatives Update”

Mr. Bill Troup

Fire Program Specialist

The USFA's National Fire Data Center has broad project initiatives in the areas of health and wellness, fire and tactical operations safety, vehicle safety, and roadway safety. Working with such partners as the National Fallen Firefighters Foundation, the International Association of Fire Chiefs, the International Association of Fire Fighters, the National

continued on next page

Volunteer Fire Council, the International Fire Service Training Association, the Cumberland Valley Volunteer Firemen's Association, and others, USFA seeks to reduce firefighter line of duty fatalities and promote safety and wellness. This presentation by Mr. Bill Troup will provide an overview of how these current activities are of benefit to the fire service, so that Everyone Goes Home.

Further information on many of these project efforts may be found on the USFA Web site at this address: <http://www.usfa.dhs.gov/fireservice/research/safety/>

CLOSING PRESENTATION: "Geeks and Geezers"

Dr. Robert J. Thomas



(Dr. Thomas's Presentation Sponsored by the International Fire Service Training Association, Fire Protection Publications – Oklahoma State University)

Robert J. Thomas is executive director of Accenture's Institute for High Performance Business and a senior executive based in Wellesley, Massachusetts. He specializes in leadership, organization design and transformational change. In addition, he is the John R. Galvin Visiting Professor of Leadership at the Fletcher School of Law and Diplomacy at Tufts University and has recently served as senior lecturer in the MIT School of Engineering. He received his Ph.D. from Northwestern University.

Dr. Thomas has authored four books and numerous articles on leadership, technology and organizational change. His most recent book, co-authored with Warren Bennis, focuses on the motivations and aspirations of leaders in their 20s, 30s, 70s and 80s. Entitled *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leader*, it was published by Harvard Business School Press in 2002 and named by Business Week as a best-selling business book of 2003. *Geeks and Geezers* has since been translated into German, Chinese, Japanese, Dutch, Spanish, Russian and Korean. He has published articles on related topics in the Harvard Business Review, Harvard Management Update, the Sloan Management Review and Fortune magazine. In addition, Dr. Thomas is currently at work on two new books: *Crucibles for Leaders: How Organizations Can Use Experience to Grow Leaders* (Harvard Business School Press) and *Change is Second Nature* on the role of strategy in transformational change. His other published works include *What Machines Can't Do: Politics and Technology in the Industrial Enterprise*, *Organizing on the Edge: Meeting the Demand for Innovation and Efficiency*, *Fast, Flexible and Under Control: A Strategy for Meeting the Organizational Challenges of Turbulence in the Financial Services Industry*, *Mastering the Basic Leadership Moves*, *Leading as a Team* and *Irreconcilable Differences: Using Pre-Deal Cultural Due Diligence to Head Off a Hasty Marriage*. He is the recipient of the 1999 "Breaking the Frame Award" from the Journal of Management Inquiry and the 1995 C. Wright Mills Award from the Society for the Study of Social Problems.

Dr. Thomas has been a featured speaker at numerous professional conferences and workshops, including those organized by the Conference Board, the Harvard Business Review, MIT Leaders for Manufacturing, the Young Presidents' Organization and The Economist magazine. He has consulted to senior leaders at Ford Motor Co., General Motors, MIT, Travelocity, International Paper, Temple-Inland, Bharat Petroleum (India), PDVSA (Venezuela), LG Academy (Korea) and KTH (Royal Swedish Institute of Technology), among others.

Before joining Accenture, Dr. Thomas taught at the University of Michigan and the Massachusetts Institute of Technology (Sloan School of Management) for 13 years and worked as a consultant to industry for four years. While at MIT, he was a founding faculty member of the Leaders for Manufacturing—an industry/university consortium—and pioneered a two-year leadership development program for the Institute. During his years of university teaching and research, he taught courses in management, organization design and human resources, and worked with union management committees in the automotive and agricultural industries.